



**2011 SUPERVISOR FORUM
“LEADERSHIP IN CHANGING TIMES”**

WEDNESDAY - OCTOBER 12, 2011

0630 - 0800	Registration @ PRTC Building 1100	
0800 - 0810	Housekeeping and Overview of Day One - Call To Order & Introductions - Theme of the Forum - Overview of the Forum	Superintendent Derren Lench Burnaby Detachment - Operations Officer Civilian Member Ms. Carrie Wilcott “E” Div Border Integrity Program
0810 - 0815	Host Commander presents gift to First Nations Elder	Assistant Commissioner Norm Lipinski
0815 – 0820	First Nations Blessing	Elder Joe Alec Cheam Reserve, Sto’lo Nation
0820 – 0845	Welcome to PRTC	Chief Superintendent Bill Dingwall PRTC - Officer In Charge
0845 - 0915	Opening Remarks	Assistant Commissioner Craig Callens Acting Commanding Officer “E” Division and OIC Criminal Operations “E” Division
0915 - 1000	Welcome Remarks by Host District Commander	Assistant Commissioner Norm Lipinski Lower Mainland District - Officer In Charge
1000 - 1015	Health Break In The Drill Hall	
1015 - 1200	21st Century Policing	Michael J. NILA, M.B.A Senior Consultant and Trainer with Franklin Covey
1200 - 1300	Lunch Break In The Dining Hall	
1300 - 1430	On Any Given Day	Ms. Melody Davidson Head Coach 2010 Women’s Olympic Hockey Team
1430 - 1445	Health Break In The Drill Hall	
1445 - 1545	“E” Div Performance Management	Corporal Rashpal Lovelace “E” Div Performance Standards
1545 - 1630	Media Relations At A Scene 101	Corporal Holly Marks Langley Detachment - Media Liaison Ms. Julia Foy CTV News
1630 - 1635	Closing Remarks For The Day	Superintendent Derren Lench & Ms. Carrie Wilcott
1700 - 1900	Dinner In The Dining Hall	
1900 - 2100	Evening Social In Johnny Mac’s Lounge Free Entertainment & Cash Bar	Sergeant Franco Pirritano “E” Div Missing Women Task Force



**2011 SUPERVISOR FORUM
“LEADERSHIP IN CHANGING TIMES”**

THURSDAY - OCTOBER 13, 2011

0800 - 0805	Overview of Day Two	Superintendent Derren Lench Burnaby Detachment - Operations Officer
		Civilian Member Ms. Carrie Wilcott “E” Div Border Integrity Program
0805 - 1000	Communicating For Success	Ms. Carol Boothroyd Owner and Master Trainer Carol & Co.
1000 - 1015	Health Break In The Drill Hall	
1015 - 1115	Integrating Legal Advice Into Operational Policing	Mr. Kyle Friesen “E” Div Legal Advisory Section
1115 - 1200	Critical Incidents The Role and Expectations of a Supervisor	Inspector Paulette Freill Surrey Detachment - “A” Watch
1200 - 1300	Lunch Break In The Dining Hall	
1300 - 1430	Social Media	Ms. Della SMITH, Principal Della’s Q Workshops, Inc.
1430 - 1445	Health Break In The Drill Hall	
1445 - 1530	Connecting With Communities	Mayor Peter Fassbender Mayor of Langley City
1530 - 1600	Deportment and Professionalism	Staff Sergeant Major Dave Field Mission Detachment
1600 - 1605	Closing Remarks For The Day	Superintendent Derren Lench & Ms. Carrie Wilcott
1800 - 1900	Cocktails Prior To Regimental Dinner In Johnny Mac’s Lounge Cash Bar / Ticket Sales	
1900 - 2200	Regimental Dine In Emcee of Ceremonies	Chief Superintendent Janice Armstrong Lower Mainland District Operations Officer & Assistant District Commander
	Sergeant At Arms	Staff Sergeant Major Dave Field Lower Mainland District
	Piper	TBA
	National Anthem	Sgt. Franco Pirritano “E” Div Missing Women Task Force
	Tribute To Fallen Members By Senior Non-Commissioned Officer	Staff Sergeant Major David Woods Surrey Detachment
	Blessing	Chaplin Jim Turner Regional Chaplin
	Guest Speaker	Mr. Peter Legge Chairman and CEO of Canada Wide Media Limited



**2011 SUPERVISOR FORUM
“LEADERSHIP IN CHANGING TIMES”**

FRIDAY, OCTOBER 14, 2011

0800 - 0805	Overview of Day Three	Superintendent Derren Lench Burnaby Detachment - Operations Officer Civilian Member Ms. Carrie Wilcott “E” Div Border Integrity Program
0805 - 0900	Promoting Excellence In Policing	Inspector Bob Page “E” Div Office of Investigative Standards & Practices S/Sgt. Tom Caverly “E” Div Legal Application Support Team
0900 - 0930	Employee Recognition	S/S/M Bob Underhill “E” Division Ceremony Protocol and Support NCO
0930 - 0945	Health Break In The Drill Hall	
0945	Raffle Draw For 2010 Women’s Olympic Gold Medal Jersey	
0945 - 1045	“E” Div Gang Overview	Superintendent Tom McCluskie OIC Combined Forces Special Enforcement Unit – Gang Task Force Sergeant Keiron McConnell Combined Forces Special Enforcement Unit - Gang Task Force - Uniform Team
1045 – 1145	Firearms Investigative & Enforcement Services Directorate	Inspector J.G. (Jim) Cunningham OIC National Weapons Enforcement Support Team - Western Region
1145 - 1150	Completion & Collection of Feedback Documents	
1150 - 1200	Closing Remarks by Host District Commander	Assistant Commissioner Norm Lipinski Lower Mainland District - Officer In Charge
1200 - 1330	Lunch In The Dining Hall or Boxed Lunches To Go Will Be Available In The Drill Hall - They Must Have Been Ordered Thursday	

WE HOPE YOU HAVE ENJOYED THE 2011 SUPERVISOR FORUM AND WISH YOU A SAFE TRIP HOME!!



Performance Management

Rashpal Lovelace

Performance Management Advisor

Pacific Region

604 264 2416



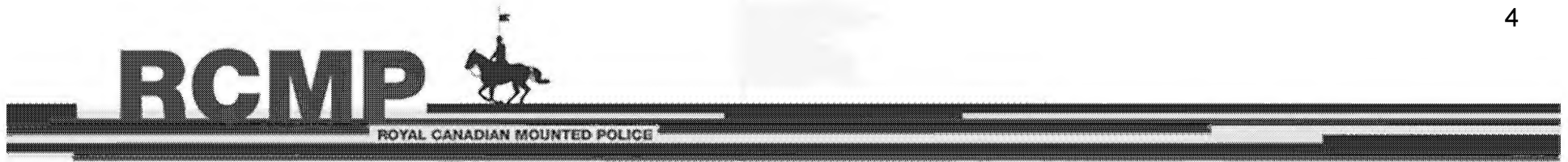
My Role

- **To assist YOU to productively guide those whom you supervise, to meet current work standards**
- **I will create the appropriate documents, provide ideas, monitor timelines and prepare any termination documents (should they be required)**



Who Cares?

- **Increased expectations and scrutiny by media, public, colleagues, partners etc**
- **Cost – average cost of a member \$5 million**
- **Civil/Legal Liability Concerns**
- **Supervisor's Performance Evaluation**
- **Pride**



Nothing ever gets done...

- **Previous to 2010, no members were terminated in this Division**
- **Since May 2010, a dozen members have either resigned or are currently in the process of termination – total savings \$60 million**



Does it actually work?

YES!!!

- Three scenarios:
 1. Member has skills and begins to work
 2. Member does not have skills, assistance given, documentation maintained = move on
 3. Member is ill and is dealt with through Health Services



What has changed to allow for success???

Supervisors are supervising. Issues are dealt with and the results of the assistance provided are documented.

People like you care!!

What is a “poor” performer?

- Always 17 to somewhere
- Poor file management skills
- ODS
- Minimal Initiative
- Someone who requires constant supervision
- Can't multi-task

Causes of Poor Performance

- | | |
|---|------------------------|
| Poor or insufficient feedback | High individual stress |
| No performance standards | Low self esteem |
| No career planning | Fear of punishment |
| Lack of training | Low compensation |
| Reward not performance based | |
| Inability to envision successful outcomes | |
| Inability to concentrate on task at hand | |

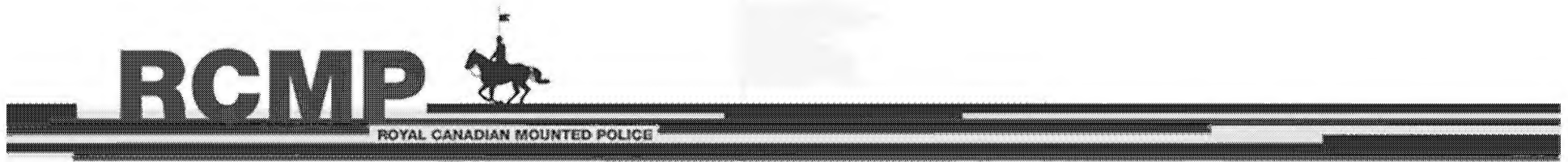
Previous Actions by Employer

- Punished or transferred employee
- Did not address problems
- Employee viewed as not pulling weight
- Increased amount of ODS – by all employees
- Overtime Costs / Job Vacancies
- Decrease in satisfaction level / morale



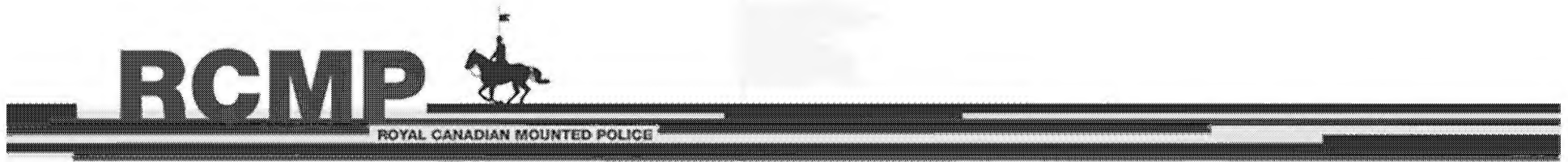
Employees Coped by...

- Alcohol
- Drugs (prescription and non)
- Family Problems
- Suicide – Impact on work place



The Focus Today is...

- Reasonable
- Assistance
- Guidance and
- Supervision



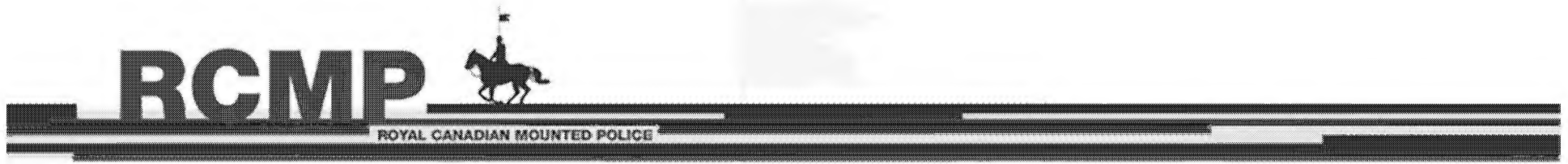
What is RAGS?

REASONABLE: appropriate and timely

ASSISTANCE: problem oriented

GUIDANCE: must assist the employee improve

SUPERVISION: monitor and provide feedback



What's the Goal?

Ensure every employee is provided with the opportunity to successfully perform to standards.

In order to follow the correct process, the behaviour needs to be defined as either performance related or discipline related

Performance Issue

It is considered a performance issue when the employee _____ to do something.

- a). Fails or omits
- b). Neglects
- c). Does something Inadequately

Usually due to lack of knowledge, training or ability.



Discipline Matter

If the employee does anything

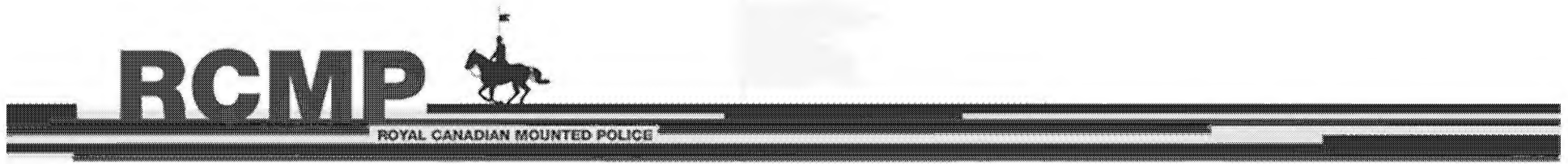
- a). Knowingly
- b). Intentionally
- c). Willfully



“Knowingly”

- Knows there is a duty
- Aware of fact they are neglecting duty
- Is giving insufficient attention to duty

Intent is the key difference



Discipline vs Performance

Prior to taking any corrective action, it is important to determine if there was intent.

If there was, it becomes a discipline matter; if there was no intent, the issue is performance related.



Your Job

To assist every employee to perform to standards by

- Monitoring daily activities
- Addressing issues right away



Poor Performer

A “poor” or “unsatisfactory performer” is an employee who has repeatedly failed to perform their duties in a manner fitted to the requirements of the employee’s position; notwithstanding that the employee has been given **reasonable assistance, guidance and supervision** in an attempt to improve the performance of those duties.



Prior to taking action

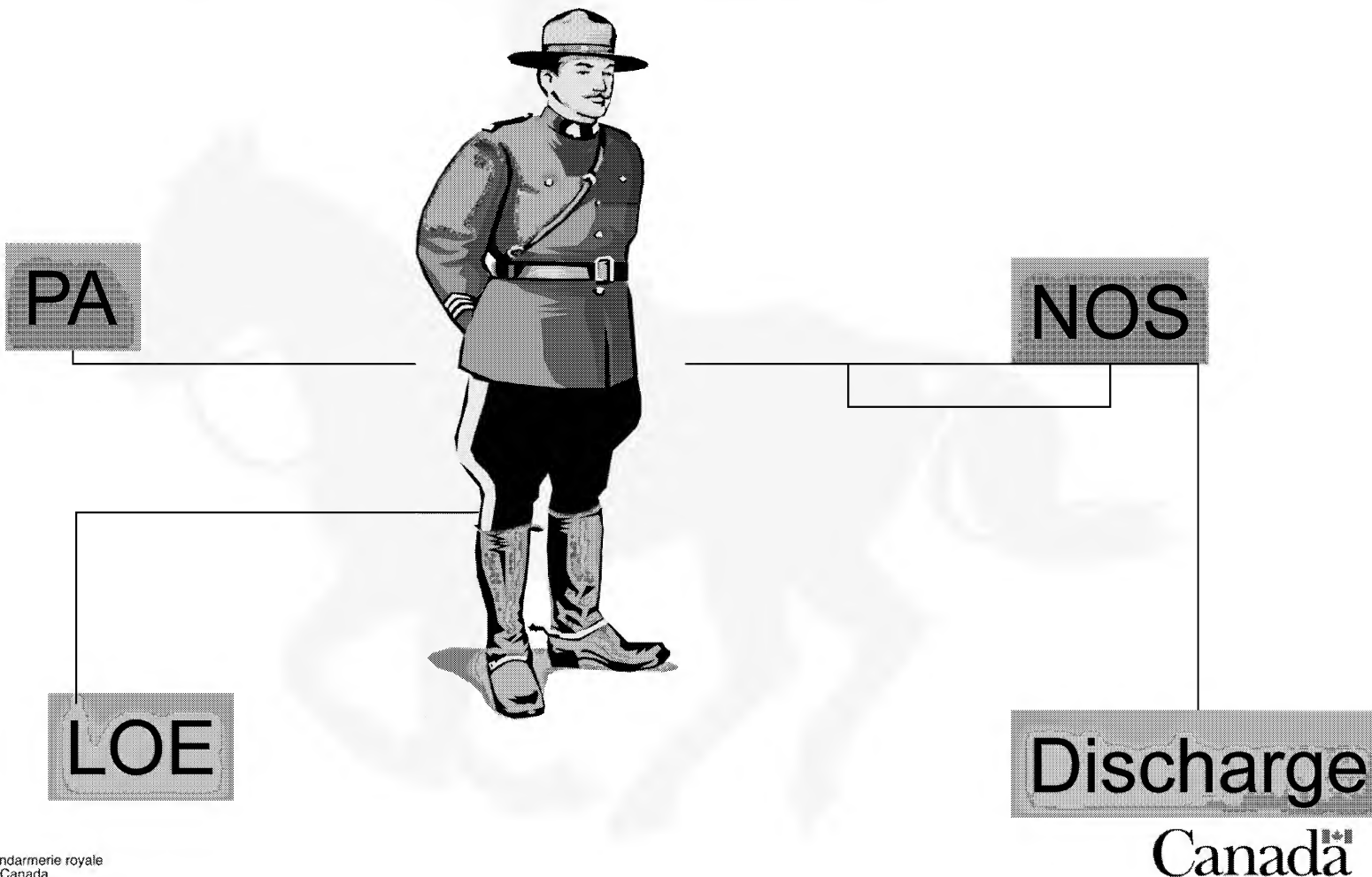
Take a good look at yourself. Are you doing your job? Have you provided feedback? When is the last time you attended a call with your employee? Have you provided guidelines? Are you part of the problem?

RCMP



ROYAL CANADIAN MOUNTED POLICE

Performance Process



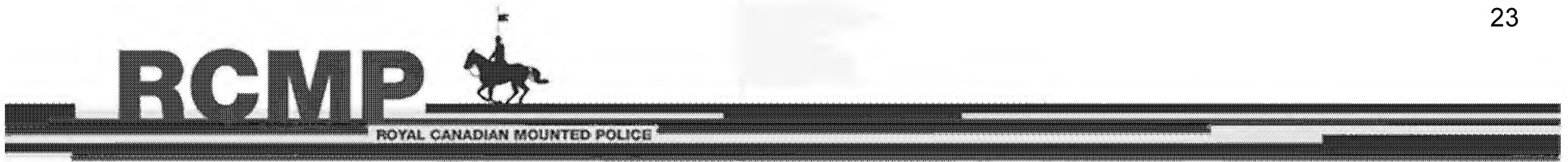
Royal Canadian Mounted Police
Gendarmerie royale du Canada

Canada



Disclosure

- **Be aware that disclosure should be considered in any interaction**
- **You must disclose all notes, memos etc. if the member asks**
- **Everything is subject to ATIP rules including emails**



E Division Policy

- Is not specific at this time
- Currently in development
- As a result, a process has been implemented based on other Divisions

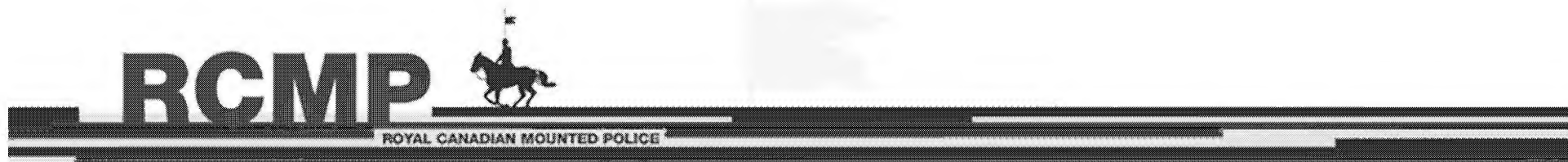
RCMP



ROYAL CANADIAN MOUNTED POLICE

Mitigating Factors Which May Affect Options

- Supervision
- Work Environment
- Health
- Home situation
- Training



Awareness of Problem Discussion with Employee





Discussion

- I've noticed that....
- I'm concerned about...
- I'm wondering about...
- I'd like to see you get back on track

What else do I need to know?

- Does the employee have an explanation for making errors when doing these tasks?
- Is there anything in the workplace that is preventing the employee from doing his or her job? Stress, stigma, supervisor, environment etc.
- Does the employee know when to do what is expected?
- Are there conflicting demands on the employee's time?
- Does the employee lack the authority, the time or the working tools that are needed to assist him/her in 'delivering?'

More Questions to Ask

- Is there a skill deficiency?
- Are the employee's present skills adequate for the desired performance?
- Has the employee demonstrated in the past that these same tasks in question could be performed satisfactorily?
- Can the employee correct the performance problem?
- Has the employee mentioned or demonstrated any limitations on learning that should be considered?
- How often is the employee required to use the skill?
- Has the employee been getting regular feedback regarding performance weaknesses?



And More...

- **Exactly how does the employee find out if things are going well or poorly?**
- **Does the employee receive more attention by not performing than by performing well?**
- **What is the result of the employee doing things his/her way instead of the way requested?**
- **What does the employee derive from the present performance by way of reward, prestige or status – even though they are not “doing it right?”**



Talk to your employee...

- **How does the employee think he/she is doing?**
- **Does the employee take pride in his/her performance as an individual, or part of the team?**
- **Does the employee understand that the things noted as deficiencies are required as part of the job?**
- **Was the employee reminded recently of the importance of the tasks? By whom?**
- **If the employee appears to consistently avoid doing the things on the list, why is that?**



And talk some more...

- **Does the employee feel that there are policies, procedures or processes that are unreasonable or restrictive?**
- **Does the employee have any problems or concerns outside of the workplace that may be interfering with his/her ability to perform in a satisfactory manner? MEAP may be suggested to assist.**
- **Does the employee realize that there serious repercussions if he/she is not able to do the job properly?**
- **What would the employee expect to happen if things continue as they are now?**



Questions To Ask Yourself

- **Why do you feel that the performance is lacking?**
- **Why are you dissatisfied with the employee's performance?**
- **What is the difference between what is being done and what is supposed to be done?**
- **Is this discrepancy important? Why?**
- **What will be the impact on you as a supervisor and on your unit if you leave the situation alone and do nothing to put the employee back on track?**
- **What could be done to correct or improve performance?**

Barriers

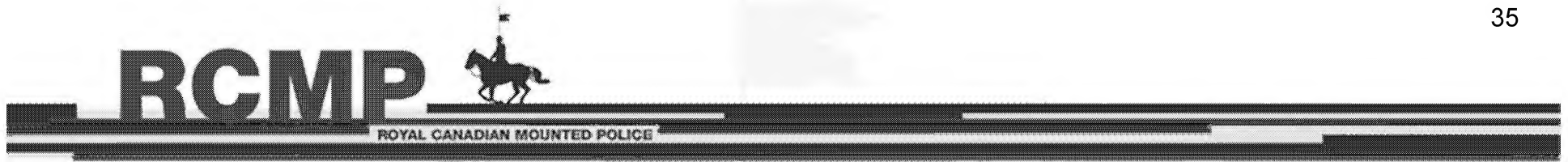
- **Poisoned work environment**
- **Tainted supervisors**
- **Expectations of employee**
- **Stress**
- **Stigma**

Performance Logs

- Tool used to recognize behaviours and impact on others
- Both positive and negative

**Be Consistent
among all
employees**

**Not a
Disciplinary
Measure**



Feedback...yes, you must provide it



Documentation Basics

**Documentation
needs to answer
basic questions:**

1. What happened?

**2. What did the employee say
about what happened?**

**3. What did you say about what
happened?**

**4 & 5 only
answered
when
documenting
unsatisfactory
performance.**

4. What plan was agreed upon?

**5. When will the plan be enacted
and evaluated?**



Writing a Performance Log

- **Be accurate and specific**
- **Include: dates, names, location, behaviour being addressed, competency being addressed, consequences of behaviour**
- **All logs addressing insufficient performance need to include RAGS**



Security Breach Example 1

Employee FICHE has worked in our office for the past 4 months (2009-01-02) . This is the second time that FICHE printed off a Protected B document and did not retrieve it right away. If another breach occurs, FICHE understands that disciplinary measures may be taken.

Security Breach Example 2

Context

Employee FICHE has worked in our office for the past 4 months (2009-01-02) .

In his role, he is privy to many Protected documents on a daily basis. On 2009-02-17, FICHE printed off a Protected B document on the network office printer and did not retrieve it right away. It was left overnight. By not getting it as soon as it was printed, an unknown number of employees in the office saw the contents and a security breach occurred. FICHE was spoken to

Details/RAGS

immediately upon his entry to the office the next day about the sensitivity of such documents and made aware of the RCMP policy regarding Protected document handling. He was asked to read the policy and to sign it to say that he understood the proper procedures. This was completed on 2009-02-19. I

Follow-up

have asked FICHE to attend the Employee Orientation Program Course on 2009-04-10 that features a section on Security Awareness in the RCMP and to present a learning lunch on 2009-04-14.



Documentation that stands up in court

- Document positive and negative performance-related observations consistently throughout the entire evaluation period
- Include factual and specific examples
- Present a balanced (both positive and negative) overview of the employee's performance
- Avoid personal biases
- Provide employee with an opportunity to improve prior to their final evaluation



What is the Purpose of Evaluating?

To establish if the employee has demonstrated a consistent and adequate level of performance during the evaluation period.

How do you do this?

RCMP



ROYAL CANADIAN MOUNTED POLICE

YOUR Role in the Evaluation Process

- ☐ Set expectations for the evaluation period
 - **Assign and discuss the unit goals and the member's roles and responsibilities**
- ☐ Monitor the employee's performance
 - **Document progress**
 - **Recognize contributions**
 - **Provide support, direction, and opportunities to improve**
- ☐ Assess and review performance
 - **Evaluate performance against expected standards of performance (competencies)**
 - **Discuss the performance assessment with the employee**

Planning, monitoring and reviewing an employee's performance is an inherent function of your role as supervisor

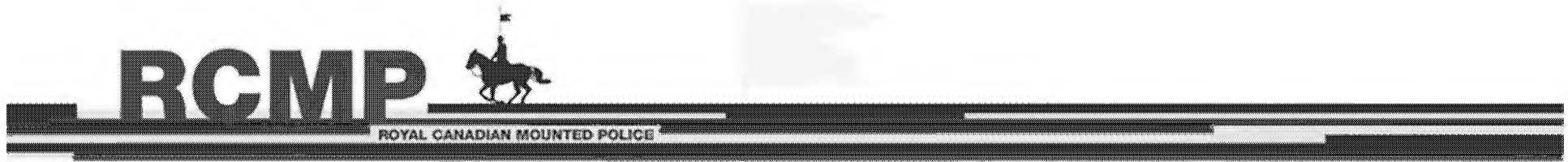


Performance Agreement



Performance Agreement Meeting

- **Prior to engaging in this part of the process, you MUST contact the HQ Performance Advisor**
- **Address performance issues identified in awareness meeting with employee**
- **Set specific goals and ways to measure and monitor them**



Performance Agreement must include

- **Length of time for duties to be completed (min 45 days)**
- **Must contain each party's responsibilities (can be created using input from all parties)**
- **Must provide a consequence**
- **In your groups, discuss what items you would include in the Performance Agreement based on the previous scenario.**



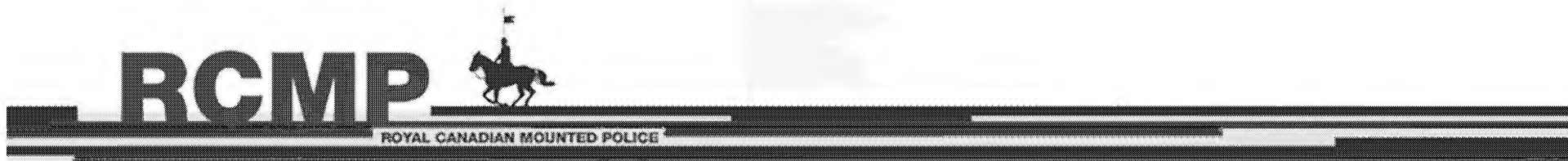
Letter of Expectation





LOE Requirements

- **Specific to position competencies**
- **Served under signature of Unit/Detachment Commander**
- **90 day reporting period – monthly reports to Performance Advisor**
- **Document positive/negative performance (emails, 1004s, 2515e)**
- **Employee to be shown all documentation**
- **After 90 days supervisor prepares a summary to the Detachment commander**



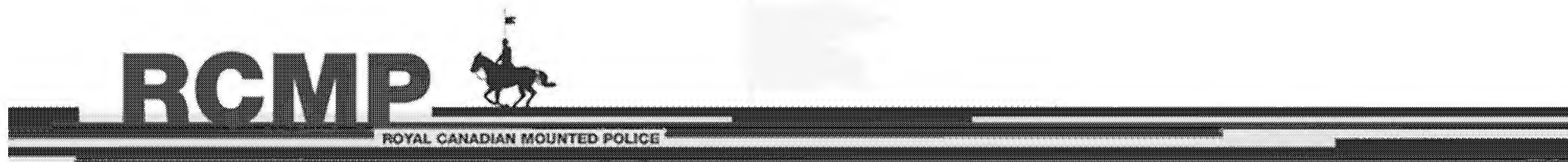
Notice of Shortcomings





Notice of Shortcomings

- **If performance remains unsatisfactory, the L.O. will submit a report to HRO to recommend a NOS**
- **NOS will summarize action taken to date and inform affected employee in writing of ongoing performance issues**
- **RAGS will be provided and a coach could be assigned in addition to the supervisor**
- **90 more days of close supervision and documentation**
- **Considered to be the final opportunity to demonstrate skill**



Final Recommendations to HRO





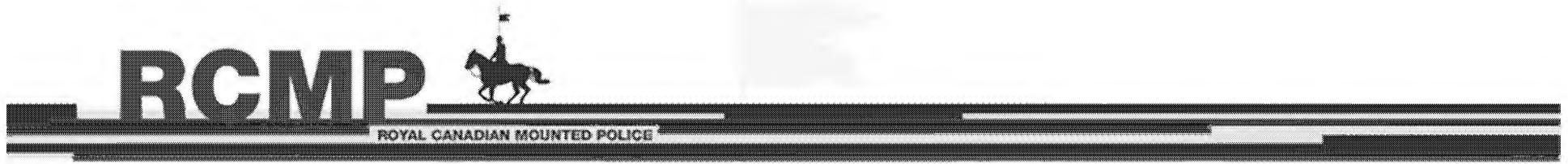
Authority to Discharge

Unsuitability occurs when “ the employee has repeatedly failed to perform their duties under the Act in a manner fitted to the requirements of the employee’s position, notwithstanding that the employee has been given reasonable assistance, guidance and supervision in an attempt to improve the performance of those duties.” Part V of the RCMP Act.



Probationary Members

- Can go directly to the Discharge process
- CO makes the decision to discharge
- Afforded the same appeal options as non-probationary members



Legal Consequences

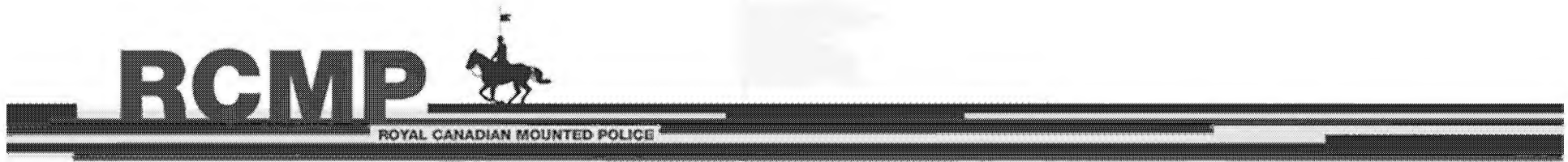
Permitting a **known** and **documented** “failed” performer to remain on active duty during this time opens the public, the employee and the Force to possible liabilities.

Marine Harbors Case Law

- 1) Has the employer identified in objective terms, the nature of the work to be performed and the standard expected?
- 2) Has the employer established that the employee was aware of the standards?



- 3) Has the employer established that the work performance of the employee was below standard?
- 4) Did the employer provide supervisory direction to the employee to assist in achieving the standard?



- 5) Did the employer take reasonable steps to move the employee into work that was, or might have been within their qualifications and competence?
- 6) Did the employer advise the employee that their performance was unsatisfactory and that dismissal might result from a continued failure or inability to meet the standard?



- 7) Did the employer afford the employee an opportunity to challenge the assessment of their work?
- 8) Does the evidence support the inference of a continuing inability on the part of the employee to meet the standard?



The Bottom Line...

- **You need to know your employees, including their strengths and weaknesses**
- **You must address issues as soon as they surface**
- **You must provide reasonable assistance, guidance and supervision**